

ROUTING AND TRANSMITTAL SLIP		Date
		3/6
TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. DDA (7D24/Hqs.) EXA	[Signature]	10 MAR 1987
2. ADDA	[Signature]	10 MAR 1987
3. DDA 1 1 MAR 1987	[Signature]	
4. DDA/REG		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	<input checked="" type="checkbox"/> For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	
REMARKS		

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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
D/OTE	

5041-102

\*U.S.G.P.O.: 1983 -421-529/320

OPTIONAL Form 7-76 (Rev. 7-76)  
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FPMR (41 CFR) 101-11.206

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DDA/REG  
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24 February 1987

OTE 87-1605

MEMORANDUM FOR: Chairman, HRMCTF

FROM:

  
Deputy Director of Training and Education  
for Curriculum

25X1

SUBJECT: OTE Courses Containing Segments on New Pay and  
Compensation


1. Based on discussions with representatives from your Task Force, OTE has included segments in each of the following courses on the Agency's new pay and compensation system:

Administrative Career Trainee Course  
Career Trainee Development Course  
Executive Seminar  
Managing in CIA  
Returning Officers Course\*  
Operations Management Seminar

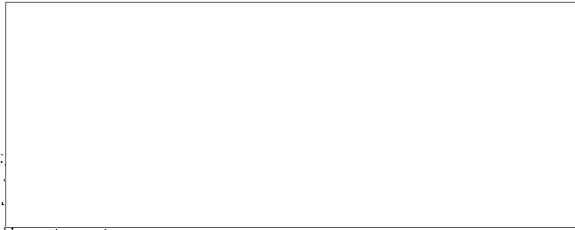
Advanced Intelligence Seminar  
Chiefs of Station Seminar\*  
Introduction to CIA  
Midcareer Course  
Trends and Highlights

\* Component Conducted

2. Attached are the responses to me from the various unit chiefs which have responsibility for the listed courses. We have not included like material in any of the secretarial training courses. We believe such discussion would only serve to confuse since Agency secretaries have recently been banded. In those courses which are component conducted, I have a verbal agreement that segments will be included.

  
Attachment:  
As Stated

25X1

UNCLASSIFIED When Detached  
From Attachment  
~~CONFIDENTIAL~~

18 February 1987

MEMORANDUM FOR: Deputy Director of Training and Education  
for Curriculum

FROM:

[REDACTED]

25X1

Chief, Career Training Division, OTE

SUBJECT: "Pay for Performance" in Career Training  
Division Courses

1. Following are inclusions in Career Training Division  
(CTD) courses on the subject of the new pay for performance  
system:

Admin CT Course (ACT)

[REDACTED] Chairman of the HRD Task Force, gave a one  
hour presentation to the class entitled "Personnel  
Policy, Analysis and Evaluation." Director/OP also  
covered the topic in his one hour presentation on  
"Personnel Issues of Interest." We intend to  
continue these presentations in ACT, though with  
modifications to reflect the fact that DA trainees  
already have heard the basics in the CTDC.

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Career Trainee Development Course (CTDC)

We have scheduled [REDACTED] to speak to trainees in  
CTDC on 18 March. His presentation will be a broad  
overview of the pay for performance system, followed  
by questions. We will continue to include this talk  
in CTDC for as long as necessary.

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[REDACTED]

SUBJECT: "Pay for Performance" in CTD Courses

Introduction to CIA (ITCIA)

ITCIA regularly includes a talk by D/OP on items of general interest in the OP. We will ask that he expand his coverage of the new compensation system. We have considered a discussion session; but since ITCIA students are new to the Agency, most have no basis for comparison with the old system and therefore will probably have few questions. We are open to suggestion if you believe we should do more here.

Trends and Highlights (T&H)

Beginning with the next running of T&H (August 1987), we will include a segment on pay for performance, in the form of a guided discussion. Since this course meets only once a year, however, its usefulness as a means to communicate information on pay for performance is limited.

2. Welcome your comments/suggestions.



25X1

17 February

NOTE FOR: DDC

VIA: C/LDD

FROM: C/MTB

SUBJECT: Pay for Performance in MTB Courses

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1. The core segment in Managing in CIA dealing with pay-for-performance has been a one and one half hour presentation, initially by [ ] but subsequently by [ ] on the work of the HRMCTF, the outlines of the banding system and some of its implications for managers. In addition, other segments of the course, such as the case studies, and performance appraisal segments briefly touch on pay for performance.

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2. As Agency implementation of pfp moves ahead and the requirements it will impose on managers becomes clearer, there will be considerable need to modify Managing in CIA to take this into account. In particular, the performance appraisal and panel segment will have to be substantially changed to reflect new managerial responsibilities. In effect, Managing in CIA should become the Agency's core program for introducing new supervisors to the pfp system.

3. There will also be the opportunity to modify the performance feedback/counseling segment of Leading People in CIA to reflect pfp. For example, one of the exercises could become "How do you inform a subordinate that he will not be getting an in-grade/bonus."

4. The PAR workshop will have to be substantially revised.

5. In the management electives series, it is our intention to structure a three-day program around the theme of obtaining effective employee performance. Although our thinking is still in its formative stage on this, it will include segments on performance analysis, monitoring, and communication and counseling. It would be logical to structure this program around pfp responsibilities of supervisors.

17 Feb 87

MEMORANDUM FOR: DD/C

VIA: C/LDD

FROM: C/EDS

SUBJECT: Communicating the New Pay for Performance System  
in EDS Courses

1. As requested, this is a description of our treatment of the HRMCTF in the Advanced Intelligence Seminar, Midcareer Course and Executive Seminar.

- AIS devotes a day to personnel and human resource issues, during which [ ] (for the last 3 runnings) has been invited to discuss the work and intent of the HRMCTF. This provides a forum for discussing the latest Agency efforts to upgrade its personnel, career development and management systems. As a counterpoint to outside speaker's coverage of the prevailing demographic and attitudinal shifts in the workforce, [ ] presentations have been successful in communicating the rationale behind the HRMCTF and its importance in dealing with critical people issues in the Agency's future.

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- MCC has a block on Personnel & Employee Development Issues within the portion of the course devoted to the DDA in which Midcareerists will be asked to brainstorm some of the issues currently being debated by the HRMCTF. This exercise is designed to demonstrate the scope of activities influenced by this DDA-led initiative and to involve the students in a live issue of critical importance to the Agency. This day-long session, led by [ ] serves the dual purpose of 1) familiarizing Midcareerists with the work and purpose of the Task Force and 2) enabling participants to work through the implications of a major change effort and, in particular, the scope of DA support required in this change effort.

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- The Executive Seminar uses the HRMCTF as the major practical exercise for newly promoted SIsers. Participants are asked to take on corporate level responsibilities in evaluating alternatives, identifying key issues, creating policy and developing workable implementation plans. Both the participants and members of the HRMCTF have described this as a very valuable exchange, both from the perspective of information sharing and from the opportunity to consider the corporate implications of this effort for all executives.

2. We will also raise with the HRMCTF the possibility of one, or several Pay for Performance Electives for Executives once we see how the Auditorium Managing Change series, and currently planned elective on Managing Large System Change shake out.

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